

California Commission on Peace Officer Standards and Training

TACTICAL COMMUNICATIONS

April 2007

DVD Reference Guide

California POST has developed this DVD in conjunction with George Thompson, Ph.D., of the Verbal Judo Institute and a committee of subject matter experts (California peace officers). This DVD is intended to be used as a multimedia tool by trained California Tactical Communication instructors to enhance the teaching of Tactical Communications in the core course of this topic at their regional recruit academies (basic course), and in the development of additional training blocks for in-service law enforcement personnel in California. It should be noted that the DVD has been developed in fifteen segments, along with fourteen separate scenarios, to allow instructors more flexibility in developing and delivering their curriculum.

Officers can also receive two-hours of CPT (Continuing Professional Training) credit for this program in a telecourse format. Agencies wishing to use this DVD in a telecourse format for CPT credit must be certified as multimedia presenters. For further information on multimedia certification, visit <http://www.post.ca.gov/training/cptn/credit.asp>

Instructors are also encouraged to incorporate portions of this DVD into the preparation of their course outlines when preparing training curriculum to meet the POST Perishable Skills requirement on Communications. Segments of this DVD can also be used for roll-call training and can be integrated into a wide variety of other course topics such as Vehicle/Pedestrian Stops, Handling Domestic Violence, Dealing with Difficult Subjects, Verbalization when using Force Options, and many others.

Once this DVD is opened, you will see **Main Menu**, which will offer three options. The first option, **Play Telecourse**, plays the DVD continuously. The second option, **Segments**, breaks the DVD into fifteen specific segments. The third option, **Scenarios**, allows a specific scenario to be played (fourteen scenarios). The following outline is an overview of the DVD segments and a listing of the specific scenarios:

I. Introduction (12:25 minutes)

A. Opening Remarks – Support for Tactical Communications training

- Gary Penrod, Sheriff/Coroner of San Bernardino County
 - Current President of California State Sheriff's Association
- Joe Polisar, Chief of Police / Garden Grove Police Department
 - Immediate past president of IACP (International Association of Chiefs of Police)

B. Opening remarks by the program host Richard Gross

- This course is meant to be an update to the POST Verbal Judo Telecourse (1993) and the POST Verbal Judo 2000 Series

- Both of these programs featured George Thompson and the use of Tactical Communications
- This new update will feature George Thompson, Ph.D., and a review of the Tactical Communications concepts
- This program will also include
 - Comments by a number of California peace officers who are also Tactical Communications instructors
 - Comments by law enforcement legal advisors
 - Attorney Martin Mayer (Jones & Mayer)
 - Attorney Gordon Graham (Lexipol)
 - Comments by Michael Josephson of the Josephson Institute of Ethics
- The purpose of this DVD
 - To assist in meeting the Perishable Skills Requirement on Communications
 - A multi media tool to assist California POST instructors in the presentation of their courses at their local regional training centers or for in-service/roll call training at their agency facilities
- It is noted that 97% of an officer's duty is verbal communication and that there is a need for ongoing training in communications

C. Questions for the audience that will also be addressed by this program

- What are the benefits of good verbal communication skills for the officer and the agency?
- What are some of the traps officers can fall into when dealing with verbally uncooperative subjects?
- What are some of the tactics that officers can use to maintain their composure when dealing with verbally abusive and argumentative subjects?
- What verbal tactics can be used to make your pedestrian and vehicle stops more professional?
- What Tactical Communications tool can you use when words fail?
- Can you verbally identify the components of Imminent Jeopardy that you will have to identify in a court hearing if you used deadly force?

D. Host identifies the Program Segments

- Legal and Policy Issues (perspective)
- Overview of Tactical Communications (need for this program)
- The Five Conditions when words fail (S.A.F.E.R)
- Force Options and Verbal Skills
- Basic Concepts of Communications
- How to Diagnose a Verbal Encounter (P.A.C.E.)
- The Three Kinds of People
- The Contact Professional and Avoiding Profanity
- The Art of Representation
- De-Escalation Concepts

- Five Tools to Generate Voluntary Compliance (L.E.A.P.S.)
 - The 5-Step Hard Style Approach
 - The Tactical 8-Step Approach
 - Concluding Remarks
- E. A Public Perspective – Initial Comments**
- Michael Josephson of The Josephson Institute of Ethics
 - Introduction and comments by George Thompson, Ph.D.
 - Founder and President of The Verbal Judo Institute
 - Natural Reaction vs. Tactical Reaction
 - Words shaped to achieve the goal
 - George Thompson’s explanation of his first car stop and how he was almost fired
 - Why and how he developed Verbal Judo / Tactical Communications
 - The Marshal Arts of the Mouth and the Mind
 - Thompson and his institute have trained over 500,000 peace officers in the United States
 - Teaching tactics in communications
 - Common sense is highly uncommon under pressure and that is why tactical training in communications is needed

II. Legal and Policy Issues – Perspective (2:40 minutes)

- A. Gordon Graham, Attorney (Lexipol) & retired CHP (33 year career)**
- POST Life Time Achievement Award winner
 - Communications is the key to successful law enforcement
 - Not enough training in communications
 - Risk management issue
- B. Martin Mayer, Attorney (Jones & Mayer)**
- POST Life Time Achievement Award winner (35+ year career)
 - This training is not “fluff”
 - Need for such training; equivalent to any other law enforcement training in tactics
 - Reduces potential for liability

III. Overview of Tactical Communications (9:00 minutes)

- A. Introductory comments by various peace officers (instructors) as to the need for training in Tactical Communications**
- B. George Thompson**
- Goal of Law Enforcement – Generate Voluntary Compliance
 - Two Major Goals of Tactical Communications
 - Officer Safety
 - Enhance Professionalism
 - Decrease vicarious liability
 - Decrease citizen complaints
 - Lessen personal stress
 - Increases ability to testify in court effectively

- Increases morale
- C. Michael Josephson
 - You will be 2nd guessed in the field
 - Need to understand who your stakeholders are
 - Potential reaction of political process
 - Issue of collateral damage
- D. Description of the Four Deadly Arenas by George Thompson
 - The Streets
 - The Courts
 - The Media
 - Your Home
- E. Concept of Tactical Communications as another tool on your belt
- IV. The Five Conditions When Words Fail / S.A.F.E.R. (6:35 minutes)**
 - A. Comment from attorney Martin Mayer how this program teaches you what you have to do when words fail
 - B. Comments by George Thompson
 - Tactics needed for when words fail
 - C. Officer comments and explanation of the tactic S.A.F.E.R.
 - Security
 - Attack
 - Flight
 - Excessive Repetition
 - Revised Priorities
- V. Force Options and Verbal Skills – George Thompson (4:10 minutes)**
 - A. Verbal Skills are an important component in Force Options
 - B. “Twins to a Deadly Shooting” concept
 - Imminent Jeopardy (IAMO)
 - Intent
 - Ability
 - Means
 - Opportunity
 - Preclusion
 - Other less lethal force options available?
 - C. Codified body of knowledge
 - D. You carry a badge and gun to allow the public the right to resist
 - E. You have lost the right to express your personal opinion
- VI. Basic Concepts of Communication (9:10 minutes)**
 - A. Gordon Graham
 - How would you want to be treated?
 - Smile a little bit! Why you should be smiling?
 - The “grumpy” look issue
 - You can still be tactically aware and smile
 - The American Eagle story
 - Reflection of his FTO experience

- B. George Thompson
 - The two faces
 - Professional
 - Personal
- C. Michael Josephson
 - Best officers are “cool” under pressure
- D. George Thompson
 - Habit of Mind – MUSHIN concept
 - Still centered, no biases
- E. Host – some points to help you maintain disinterest
 - Everyone believes they have a good reason for what they do.
 - People care about knowing; hence set context.
 - Respond to people; don’t react to them.
 - Redirect rather than resist.
 - Bad words color good deeds negatively.
 - Maintain Professional Face never show your Personal Face.
- F. The concept of “It’s Showtime”
- G. You are what you are perceived! – George Thompson
 - The concept of 2 people = 6 people
- H. The receiver’s point of view concept
 - Content = 7-10%
 - Voice (tone, pitch, pace, modulation) = 90-93%
 - And Other Non-Verbal’s
- I. Tone of voice (can reflect one’s attitude)
 - Tone is the most deadly 4 letter word
 - 90% of citizen complaints are based on TONE

VII. How to Diagnose a Verbal Encounter – P.A.C.E. (8:55 minutes)

- A. If you react to words (upset and argumentative), you can’t respond to the other person’s meaning
- B. Deflect words and identify the meaning
- C. *Scenario – Grand Theft Auto*
 - Victim is upset you took too long to respond
 - Note officer reacts to victim’s words (she’s upset) and the officer mishandles the call (initially)
- D. Use of P.A.C.E.
 - Problem
 - Audience
 - Constraints
 - Ethical Presence
- E. *Scenario replayed using PACE*
- F. A verbal example is given by Thompson – Man threatening a young boy with a knife

VIII. The Three Kinds of People (1:45 minutes)

- A. Cooperative
- B. Difficult

C. Deceptive

- Treat all people the same
- Be polite, cautious, and professional
- 99% of the time you will get positive cooperation

IX. The Contact Professional and Avoiding Profanity (11:50 minutes)

A. Michael Josephson

- Professional peace officers don't lose their temper
- It is natural to over react but officers have to be one cut above

B. Martin Mayer

- Field contacts and the use of a tape recorder
- His legal opinion why you should use it
- It usually helps the officer and when you tell your subject your using it, it calms them down as well
- Why some officers are afraid to use it – no justified excuse

C. George Thompson

- Definition of The Contact Professional
 - Must learn how to establish contact with others and not lose control
 - All of us have weaknesses (when dealing with uncooperative subjects)
 - The most common weakness – “challenge to your authority”
- How to handle weaknesses
 - Define it (challenge of authority).
 - Name it.
 - You own it.
- “You have no right to have buttons that can be pushed!”
- Negative contacts vs. positive contacts
 - Negative contacts can cause a person to become vindictive toward other officers

D. Additional comments on the use of Profanity

- Michael Josephson
- George Thompson
- Gordon Graham
- Martin Mayer

X. The Art of Representation – George Thompson (3:20 minutes)

A. The art of representing what you stand for without your opinion

B. The figure 8 example

- Speaking in such a way to gain compliance
- You have to disappear in the explanation

C. The three mistakes in police work

- Insults – builds ground for subject to stand on
- As your ego rises – Officer Safety and Power goes down
- Hammering vs. applying your authority

XI. De-Escalation Concepts (23:30 minutes)

A. Michael Josephson

- The use of the words “calm down”

B. George Thompson

- The use of deflectors with examples
- The use of Verbal Deflectors does 3 things
 - Makes you feel better
 - Dis-empowers the other person
 - Makes you look better
- Respect vs. REspect (disrespect)
 - Tactical two-edged sword
 - Disrespect causes people to seek REVENGE
 - Need to separate attitude from behavior
 - Let attitude drift (unless officer safety issue)
 - Focus more on behavior than angry words
 - The concept of “Say what you want, do what I say!”
 - “I got the last act; I give you the last word.”
 - Allows subject to “save face”

C. Tactical Peace Phrases

- Comments by officers

D. Scenario – *Dispute between hotel manager and renters*

- Use of Verbal Deflectors
- Use of Peace Phrases
- Also incorporates the tactic of LEAPS

XII. The Five Tools to Generate Voluntary Compliance – L.E.A.P.S. (9:55)

A. Aka: The Five Tools to Better Communication per George Thompson

- Listen
 - What is the opposite of talking?
 - Listening. No, it is usually waiting to interrupt.
- Empathize
- Ask
- Paraphrase
- Summarize

B. Scenario – *Citizen Complaint with officer using the tactic of LEAPS*

- Recap by Sergeant Paul LeBaron, Long Beach Police
- Also a great tactic to use with family members

XIII. The 5-Step “Hard Style” Approach (19:15 minutes)

A. Tool to help you get a difficult person to comply

B. Use of a Professional Face is a must

- 1 – Ask or Command
- 2 – Set Context (explain to them why)
- 3 – Present Options (positive one first)
 - Voice has to be positive
 - Options have to be specific
 - Greed Principle

- If they have something to lose, you have something to use.
- 4 – Confirmation
 - The one more chance step
- 5- ACT
 - Based on the tactic of SAFER
 - You may option to disengage based on the situation until you get more assistance from other officers
- C. Scenario – Domestic Violence with arrest of uncooperative husband**
 - Demonstrates the 5-step in action
 - Takes it a step further....court testimony
- D.** Host reviews the 5-step and explains that many times a person will cooperate with you after you explain to them the 3rd step (your subject's options)
- E. Additional Scenario examples –**
 - Court room setting (divorce hearing) with uncooperative husband
 - Use of 5-step and gets cooperation after step 3
 - City Council meeting setting
 - Use of 5-step with cooperation after step 3
 - Corrections setting with uncooperative drunk
 - Use of 5-step with cooperation after step 4
 - Replay of council and correction scenarios with all 5-steps used
- F.** Reemphasis of the use of your Professional Face
 - It makes it look better for you

XIV. Tactical 8-Step Approach (21:00 minutes)

- A. Vehicle stop**
 - Gordon Graham review – no body forgets a vehicle stop
 - What happens when you give that ticket with a bad delivery
 - **Scenario – Vehicle Stop (the unprofessional way)**
 - How many cops does it take to ruin a department?
- B.** Explanation of the 8-step vehicle stop by George Thompson
 - 1 – Greeting
 - 2 – ID self and department
 - 3 – Explain the reason for the stop (short pause)
 - 4 – Ask – Any justification for the action (short pause)
 - 5 – Request for Driver's License (forecast movement)
 - 6 – Request registration and proof of insurance (forecast movement)
 - 7 – Decision stage
 - 8 – Closing remark
- C.** Why should we make our vehicle stops this way?
 - It is safer
 - It is more professional
 - **Scenario – Re do of Vehicle Stop using 8-step method**
- D.** The key to using Tactical Communications concepts
 - Communication concepts have to be fluid

- Must be able to move back and forth between the tactics
- E. Scenario – *Vehicle Stop with a little more difficult person***
 - 8-step to 4th-step which you gain cooperation (citation signed)
 - Back to 8-step using step 8 for the closing
- F. Modified 8-Step Approach (Thompson – pedestrian type contact)**
 - 1 – Greeting
 - 2 – ID self and department
 - 3 – Explain the reason for the contact
 - 4 – Ask for their justification (being at the location)
 - 5 – Identification of subject
 - 6 – Additional information (questioning)
 - 7 – Decision Stage
 - 8 – Closure
- G. Scenario – *Security Check at Court House (uncooperative subject refusing to have his back searched)***
 - Use of modified 8-step with transition to the 5-step
 - Shift quickly to SAFER situation (assault)
 - Act – use of taser to subdue subject
- H. Scenario – *Importance of incorporating the Tactical Communications Tactics (concepts) into your report when you have to use force***

XV. Concluding Statements (9:30 minutes)

- A. Street Maxims to help officers keep a Tactical Communications mind set – given by officers**
 - “You have the last word, I have the last act.”
 - “Never use words that most readily come to your lips.”
 - “As ego rises, power and safety go down.”
 - “If it makes you feel good, it’s no good.”
 - “If you can’t control yourself, you can’t control the streets.”
 - “The less ego you have the more power you have.”
 - “The most dangerous weapon you have is your cocked tongue.”
 - “We deflect verbal abuse for a living.”
 - “Whenever you’re angry, if you say the first thing that comes to your mind, you will create the best speech you will ever live to regret.”
 - “When your mouth opens, your ears close.”
 - “Common sense is most uncommon when under pressure.”
 - “Seek first to understand, then to be understood.”
- B. Additional Street Maxims reinforced by the host**
 - “Say what you want, do what I say.”
 - “Only show Professional Face, never Personal Face.”
- C. Final Comments**
 - George Thompson
 - Peace Officers
 - Gordon Graham

(continued on next page)

SCENARIOS

The following scenarios are incorporated in this DVD production and can be viewed separately. The scenarios are identified as follows:

1. Stolen Car Scenario - Tactic of PACE (3:00 minutes)
2. Landlord/Tenant Dispute – Tactics of De-Escalation and LEAPS (13:00 minutes)
3. Citizen Complaint – Tactic of LEAPS (3:30 minutes)
4. Domestic Violence Call – Tactic of LEAPS with follow-up testimony (7:30 minutes)
5. Refusal to Leave Court Hearing – The 5-Step Hard Style Tactic (1:00 minute)
6. City Counsel Meeting (disruptive subject) – 5-Step gaining cooperation (1:40 minute)
7. City Counsel Meeting (disruptive subject) – 5-Step with arrest (1:10 minute)
8. Booking of Drunk – 5-Step gaining cooperation (2:20 minutes)
9. Booking of Drunk – 5-Step with uncooperative subject (25 seconds)
10. Vehicle Stop – The Wrong Way (3:17 minutes)
11. Vehicle Stop – The Right Way / 8-Step process (2:10 minutes)
12. Vehicle Stop – The 8-Step with transition to the 5 and back to the 8 (3:30 minutes)
13. Bag Search Refusal – Modified 8-Step with transition to SAFER (1:05 minutes)
14. Noting Tactical Communication Steps in Officer Reports – (1:15 minutes)

End DVD

***Greg Kyritsis, POST Senior Law Enforcement Consultant
Tactical Communications Project Coordinator***